

DRAFT

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 10-DEC-09	STATE APPLICATION IDENTIFIER:	
	4. DATE RECEIVED BY FEDERAL AGENCY:		
2b. APPLICATION ID: 10AC108814		FEDERAL IDENTIFIER: 09ACHMT0010001	
5. APPLICATION INFORMATION			
LEGAL NAME: Montana Conservation Corps, Inc. DUNS NUMBER: 961126844 - 3506		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Jonathan Mckinney TELEPHONE NUMBER: (406) 587-4475 107 FAX NUMBER: (406) 587-2606 INTERNET E-MAIL ADDRESS: jono@mtcorps.org	
ADDRESS (give street address, city, state, zip code and county): Montana Conservation Corps 206 N. Grand Ave. Bozeman MT 59715 - 3506 County: Gallatin			
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 810467431		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization	
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):			
		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Montana Conservation Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Montana Conservation Corps serves communities and public lands throughout Montana, and in neighboring ecosystems of the Northern Rocky Mountains and Plains region, including in Idaho, Wyoming, and North Dakota.		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 01/01/11 END DATE: 12/31/11		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MT 001"/> b.Program <input type="text" value="MT 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 1,872,000.00	<input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE:	
b. APPLICANT	\$ 2,605,598.00		
c. STATE	\$ 0.00	<input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 4,477,598.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Jonathan Mckinney		b. TITLE: President and CEO	
		c. TELEPHONE NUMBER: (406) 587-4475 107	
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 12/10/09	

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Rationale and Approach

In his work, "Democracy in America," Alexis de Tocqueville observed: "the health of a democratic society may be measured by the quality of functions performed by private citizens." By this measure, democracy is thriving in Montana, and the Montana Conservation Corps (MCC) remains a leader in fostering a robust civic life in the Last Best Place.

Consider the unique situation in Montana that puts a premium on land stewardship and conservation service. After the 2007 Ahorn wildfire burned 53,000 acres on the Rocky Mountain Front, one of Montana's iconic landscapes, the U.S. Forest Service called upon Montana Conservation Corps (MCC) to help reopen popular hiking trails, remove hazardous trees and repair stream crossings where soil erosion was impairing the fisherie. In Yellowstone National Park, when a visitor stumbled on a rough trail and was burned from a fall into a thermal pool, the Park Service invited MCC to construct a new boardwalk and provide safer access for the park's three million visitors.

MCC remains a resource far beyond the needs of our public lands. In 2005, even as MCC members were serving in Louisiana after Hurricane Katrina, we responded to Governor Schweitzer's call to implement an emergency weatherization effort in Montana. Again in 2008, with families besieged by soaring energy prices, the Governor doubled his commitment to energy assistance. Once more, MCC stepped forward, providing weatherization assistance in 1517 homes in 123 communities.

This is the Montana Conservation Corps -- versatile, responsive, and productive. With a mission to equip young people with the skills and values to be engaged citizens who improve their communities and environment, MCC uses the power of the crew dynamic and of service to develop citizen leaders.

Montana is an exceptional place to practice this mission. Montanans identify with the idea that hard

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work builds character and that neighbors help each other. That's how we built our communities on the frontier. This is why Montana is ranked #1 on the CNCS Index of Civic Life.

COMPELLING COMMUNITY NEED

The circumstances of Montana's citizens and lands underscore the need for a productive conservation corps. Here, where our sense of community extends far beyond Main Street to encompass the vast public lands that surround our towns, the environment is the foundation of our quality of life and economy. This relationship is no better reflected than in our State Constitution which affirms the inalienable right to "a clean and healthful environment."

The Outdoor Industry Association reports that 81% of Montanans regularly use public lands for "human powered" recreation like hiking, fishing, and biking. Figures from the Dept. of Fish, Wildlife and Parks show that hunters, anglers, and wildlife watchers spend over \$1 billion annually. Recent economic studies show that communities in the West with access to protected public lands are the fastest growing with the most diversified economies. The Center for Disease Control ranks Montana among the states with the highest rate of physical activity -- a reflection of our "outdoorsy" lifestyles.

In the report, "World-Class Assets," the National Parks Conservation Association explains that "in Montana's emerging economy... parks are important anchors in the state's most vibrant economies." Glacier and Yellowstone attract more than 60% of visitors to Montana.

These uses, however, place a heavy burden on our lands and trails. The backlog of deferred maintenance far outstrips the resources of managing agencies. The Congressional Research Service estimates between \$4.5 and \$9.7 billion in backlogged maintenance and construction in Glacier and Yellowstone national parks alone. It is a matter of economic survival for Montana to protect these lands.

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Tackling pressing human needs in our communities remains a priority for MCC. Even as our public lands stimulate prosperity in parts of the state, the average wage remains among the lowest in the country. There is a great need for quality, affordable housing in many communities and our elderly population, projected to be the 3rd highest of any state by 2025, often lives in poorly weatherized homes.

Montana's youth too are at risk. Despite our abundant public lands and being ranked among the fittest populations, our youth are increasingly inactive. Obesity rates have increased from 17% to 23% in the last eight years. The Dept. of Health and Human Services estimates that 50% of Montana kids don't get enough physical activity, with 22% of high school students spending up to 6 hours a day in front of screen media. High teen suicide and pregnancy rates (ranked 49 and 46 of 50) underscore the need for positive ways for youth to engage with their community.

Montana's geography compounds the needs of our public lands and people. Montana stretches 650 miles east to west. Our population of 958,000 is often isolated. 52 of 56 counties are classified rural, many characterized as "frontier" by the Census Bureau. Montana ranks 49th in access to philanthropy -- even when considered per capita. These circumstances stretch the capacity of energetic but under-funded nonprofits and public agencies.

To cover the expanse of this vast state and to address the needs of our citizens, communities, and treasured public lands, MCC has evolved a regional structure and program model that use the power of the crew dynamic to complete conservation and community projects, engage youth in service, mobilize volunteers, and foster civic responsibility.

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DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

MCC 175 members serve from one of our five regional bases in Billings, Bozeman, Helena, Kalispell, and Missoula. From each of these offices, members are deployed in crews to serve on projects that address needs identified by our 150+ nonprofit and public agency partners. Projects occur in every corner of the state -- from weatherizing homes of low income families in Wibaux in southeastern Montana with the local community action agency, to restoring historic structures at Big Hole National Battlefield in the south, to enhancing the safety of trails for hikers and horse packers in the Kootenai National Forest in the northwest. MCC members complete over 250 projects each year, benefiting resident of 100+ communities -- from Absarokee to Wyola -- including Montana's seven Indian reservations.

Our program year capitalizes on Montana's climate. In preparation for the May to October project season, MCC enrolls 73 members in February to train as crew leaders -- 46 for field crews, 20 for youth crews, and 7 as roving leaders. Orientation to national service and training in all facets of team leadership are addressed while much of the state is buried under snow. The youth crew leaders follow a similar training track except that they focus more on teen culture and youth management. Between training sessions, members serve on short community projects or work with youth groups and teachers. As spring conditions allow, the leaders are trained in technical skills (trails, chainsaw, outdoor living). By mid-April, with improving weather in Montana, the leaders start in earnest on projects.

In late May, 102 half-time members join on 23 field crews. Each crew is composed of two crew leaders and four or five corps members. After 2 weeks of orientation to national service, including a review of MCC policies and AmeriCorps prohibited activities, and basic skills training for the new members, the field crews are dispatched to their first of 20 weeks of projects. The members complete their terms of service by November. Some members serve on extended backcountry projects, spending multiple weeks in wilderness settings, while others work primarily in communities and front-country settings. Members

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spend their last two weeks weatherizing homes of low income families.

Each field crew is fully self-contained with its own vehicle, tools, camping equipment and food, ensuring that MCC teams are able to respond to varied project requirements. For example, a crew might clear wildfire hazards from a Girls Scouts lodge in Livingston one week, travel to Yellowstone National Park next for a 10-day backcountry hitch building a fish barrier to protect native trout, and then spend a week surveying for invasive weeds at a Forest Service campground. Project partners provide training and technical support while also helping members understand the management priorities behind each project. The crew leaders facilitate weekly education from MCC's PLACE (Public Lands and Citizenship Education) curriculum.

MCC's MontanaYES (Youth Engaged in Service) program adopts the best of our field crew model to mobilize teenagers as a community resource. First developed in 2002, this summertime service program for 14-18 year olds builds values and skills for volunteerism, land stewardship, work, and leadership. AmeriCorps crew leaders lead twenty 5-week sessions for 120 youth in 10 communities. MontanaYES was recognized in 2005 as one of the nation's most innovative AmeriCorps programs in the report, "Transforming Communities through Service," published by Innovations in Civic Participation.

Building on the success of MontanaYES, MCC is launching partnerships with schools, after-school programs, and local youth groups, to provide year-round, conservation-based service learning for middle and high school students. This expanded program harnesses teens' passion to protect the environment and make a difference in their community. The youth crew leaders also will assist teachers implement Project Citizen, a service-based curriculum. These efforts link MCC's expertise in hands-on service to the land with school initiatives to connect kids with their community and promote active

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lifestyles.

The MCC program provides members with an exceptional experience. Year after year, better than 9 in 10 report a positive service experience. The key ingredients for our success include challenging and meaningful service projects, comprehensive weekly education that puts the work into context, and a dynamic crew-structure that demands the best of every member.

MEASURABLE OUTPUTS AND OUTCOMES

Since 1991, MCC members have improved over 7,500 miles of trails. MCC will continue improving 600+ miles of trail each year to ensure safe access for the public. Members also will conserve 1500 acres of wildlife habitat each year by treating for invasive weeds (1000 acres), protecting forests from catastrophic wildfires (250 acres), planting trees (50,000), fencing (50 miles), conducting ecological monitoring (250 acres), restoring streams (8 miles), and more.

Members will invest in communities by improving 1000 homes of low income families and 100 structures of community organizations. They will mobilize over 600 volunteers, including 400 youth, for 20,000 hours of service.

The result of these experiences, members will demonstrate measurable increases in leadership and teamwork competencies, and improved knowledge, skills, and attitudes of civic engagement.

Project partners and community stakeholders will commend our members' service. "I don't know how they could have been better," said a partner with the Girl Scouts. "They worked like they loved it -- very respectful and courteous and accomplished more than I had hoped for."

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PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

MCC continuously tracks results toward our output and outcome measures. Data on crew performance and project accomplishments is collected weekly using project evaluations completed by partners.

Biweekly crew journals completed by members and regular field visits help staff monitor crew performance and respond to member concerns. Two cycles of member evaluations and end-of-season program evaluations provide timely feedback. All results are databased at the headquarters and reviewed each year for grant reporting and program development.

The Board of Directors also ensures MCC is guided by forward looking strategic plans that respond to evolving needs, opportunities, and challenges. Plans were completed in 2002 and 2005, and a new planning process is underway for completion in March, 2009.

In 2007, MCC was one of 21 youth and conservation corps selected to participate in the National Evaluation of Youth Corps. In 2003, and again in 2008, MCC participated in the Excellence in Corps Operations (ECO) peer review process facilitated by The Corps Network, the national association of corps. See "Plan for Evaluation" section for details.

COMMUNITY INVOLVEMENT

Capitalizing on our regional structure, MCC is able to complete projects in every corner of the state, and in connected ecosystems of Idaho, Wyoming, and North Dakota. MCC cultivates symbiotic member-development-for-service relationships. To identify challenging and meaningful projects, our staff network tirelessly with nonprofit organizations and public agencies to identify needs that may be addressed by our crews. Projects must have undergone a public review process or been identified as a priority by nonprofit leaders. Many agencies, especially those that have used MCC in the past, annually contact MCC to propose projects. While many projects are scheduled in advance, MCC is often able to

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respond on short notice to a request for assistance. MCC gets union authorization for every service project. Every year, MCC partners with new organizations, even as we deepen relationship with existing partners. Events like Make-a-Difference-Day provide opportunities to involve other stakeholders in planning and hosting service activities for community volunteers.

RELATIONSHIP TO OTHER NATIONAL SERVICE PROGRAMS

As Montana's largest AmeriCorps*State program, MCC takes a leading role in the national service community. Our program is unique in its crew-based approach and focus on hands-on conservation service. MCC actively supports the priorities of the State Commission, advocates at the local and national level for issues of concern to Montana's national service community, and provides training and guidance to other programs. MCC members routinely assume leadership roles with the AmeriCorps Members Advisory Committee (ACMAC). Recently, MCC spearheaded efforts to incorporate the "Meaning of Service" civic reflection program as a regular component of cross-stream events with other AmeriCorps programs.

POTENTIAL FOR REPLICATION

Since 1991, MCC has replicated and expanded our program model to engage more young people in service and provide more benefits to our communities. This grant encompasses continued growth of our Field Crew program and substantive broadening of the youth program. Community action agencies, schools, and even energy utilities are seeking new partnerships to capitalize on MCC's crew-based model of youth development and service.

MCC's AmeriCorps leader development model has been replicated by corps in Utah, Maine, and Alaska, and a corps in Colorado has adopted our MontanaYES model for a community program.

Member Outputs and Outcomes

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MCC's program design is the product of 18 years experience in running a conservation corps in a vast and rural state. We regard the crew model as the strength of our program and continue to find new ways it can be directed to meet a myriad of needs and present members with tangible lessons about their ability to improve communities and participate in a meaningful way in American democracy.

MEMBER RECRUITMENT AND RECOGNITION

MCC seeks young adults with a commitment to service and a desire to work hard. Prior experience is not a prerequisite for service with MCC, whereas a dedication to participating in all facets of crew life is. People with disabilities are encouraged to apply though they must be able to complete the basic requirements of the job which include the ability to travel in rugged backcountry settings and maintain safety while working with heavy hand tools. Indeed, a high percentage of our participants report disabilities, including learning disabilities, seizure disorders, and deafness. MCC provides reasonable accommodations. Our application process includes a written evaluation, interview (in-person or phone), and three references.

The internet is MCC's most effective recruitment tool, with 49% of applicants utilizing online resources like AmeriCorps.gov and CoolWorks.com. Many of our applicants point to the high quality of our website as a reason for selecting MCC.

Close behind the internet, word of mouth and personal referrals remain effective recruitment strategies (37%). MCC promotes this social networking by inviting friends and relatives out on projects and asking members to send postcards to friends. We cultivate alumni networks through a blog and list-serv notices. Every year, 20% to 30% of crew leaders are returning, second year members, and a handful of NCCC graduates continue with national service at MCC.

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During the spring, the crew leaders make presentations and distribute posters in local schools, colleges, parks, and job fairs. Positions are advertised in regional papers, including SCAN adds reaching rural communities across Montana. MCC also sends notices to select colleges and corps across the country.

One third of members are Montana residents, the balance coming from all parts of the country, but especially the Midwest. MCC has traditionally achieved gender equity in enrollment, though in the last two years female enrollment has slipped to 38%. MCC aims to reverse this trend through targeted messaging and recruitment.

MCC is a place to succeed for people with disabilities -- 21% of '08 members reported a disability on an anonymous survey by the state commission's Opening Doors Project. This data is consistent with past years. While MCC cannot boast racial or ethnic diversity (+/- 11%), our members represent diverse socio-economic and educational backgrounds with 25% low income and 57% not having a college degree. Average age for corps members is 22, and 25 for leaders.

The MontanaYES youth corps participants are 100% Montana residents, with 33% low income and 16% non-white -- including 10% Native American.

Recruitment has been coordinated by a staff committee. This has yielded a satisfactory number and quality of applicants, but at a huge investment of personnel resources. Starting in 2009, a recruitment coordinator will streamline and enhance our efforts. In addition to managing our online and word of mouth recruitment activities, the coordinator will increase personal outreach across Montana and review applications, conduct interviews, check references, and consult with regional supervisors on hiring decisions. MCC currently receives about three applications per slot.

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MEMBER DEVELOPMENT, TRAINING, AND SUPERVISION

MCC has developed the premier leader development program among corps across the country.

Instituted in 1999 after consultation with the Leadership Development Institute of the CNCS, our three-month leadership program prepares 1700 hr. members to lead a crew. The training builds competencies in five areas -- service, leadership, team building and communication skills, environmental stewardship, and work skills and attitudes. Starting in February, trainings include: orientation to MCC and AmeriCorps; Wilderness Advanced First Aid; defensive driving; a week-long team facilitation workshop; and a two-week technical skills field camp (trails, chainsaw, backcountry living). Training sessions are facilitated by MCC staff and outside trainers, and the members' development is monitored by their regional supervisors. Formal training is followed by field practice on service projects where skills are mastered. By May, these 73 members are ready and eager to lead a crew.

The MontanaYES youth corps leaders have a similar training scenario but with more emphasis on teen culture and youth management. The youth leaders also work with teachers and youth groups throughout the spring and fall to manage youth service activities and help implement service-learning in local schools.

The 900-hr. corps members begin in May with a week of orientation, first aid training, and a first service project. A second week of training includes technical skills and outdoor living. Members receive on-the-job-training on all subsequent projects through October.

Daily life is vigorous. For much of their term of service, members are camped-out on "spike" projects. Days start early with stretching and safety briefings. Members typically work 8 to 10 hour days on labor intensive projects using hand tools. Backcountry projects may require that the team hike long distances to the work site. At the end of the day, crews gather for dinner and a team debrief. Members zip into

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their sleeping bags early, exhausted by a physical day full of service and learning, and satisfied with the tangible accomplishments of their labor.

Education is infused into every aspect of the service. At the start of each project, sponsors provide project specific training. A special aspect of the MCC experience is our PLACE curriculum (Public Lands and Citizenship Education). PLACE is a series of lessons and reflection activities that instruct members about the nature of public lands, region specific natural history and environmental issues, and ways for them to become involved in public processes. The PLACE curriculum helps members connect their daily service with a broader understanding of their responsibilities as citizens.

MCC's member evaluation process is superior. Comprehensive written evaluation covering each of the MCC citizen-leader competencies are completed at mid-term and at the end of the season. These evaluations also address the members' Individual Action Plans listing their goals for the season.

The term ends in October for corps members, early November for leaders, with training that addresses resumes, service after AmeriCorps, the education award, and conservation careers.

MCC's regional structure and crew-based format permits attentive and continuous member supervision. Our crew leader and member manuals have numerous resources, including rules and policies, in a portable format that fits in a back pocket. Regular site visits by staff, weekly leader debriefings by the regional supervisors and program coordinators, and biweekly field journals support compliance with the AmeriCorps regulations and boost crew performance.

ETHIC OF SERVICE AND CIVIC RESPONSIBILITY

Members are constantly reminded that their first step toward developing citizenship is within their

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crew. Mastering this intense experience and building respectful relationships with people of different backgrounds provides transferable skills to participate in a pluralistic society.

MCC's PLACE curriculum reflects MCC's mission to develop engaged citizens. The lessons in PLACE help members translate their service experience into an appreciation of their capacity as citizens. Members also attend public meetings, volunteer in the community on self-initiated activities, and host volunteers to explore the responsibilities of engaged citizens.

MEMBER ENROLLMENT AND RETENTION

MCC has a consistent record of enrolling its slots - 99.4% in 2008 after converting refillable slots. Retention (85% in '08) is strong and consistent, especially considering the length and physical and emotional intensity of the MCC term. Occasionally, we must terminate a member for disciplinary reasons. Others leave the program finding the living and work conditions too challenging. MCC is constantly refining its interview and screening processes to prepare applicants and ensure a good match with this experience.

MCC believes 85% to 90% retention is appropriate. This is an unusually rigorous program and some attrition is to be expected. Also, it is a priority for MCC to take risks to enroll young people for whom the program is a great stretch but a life-building opportunity.

MEASURABLE OUTPUTS AND OUTCOMES

MCC consistently meets or exceeds our targets for member outputs and outcomes. Year to year, 8 or 9 of 10 crew leaders demonstrate significant improvements (1 pt. on 5-pt scale) in leadership competencies assessed on pre and post evaluations. Corps members attain proficiency in leadership and communication skills, with 70-89% being rated as 4 or 5 on a 5-point scale. 90% of members rated their

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MCC experience as a 4 or 5 on a 5-point scale.

At the end of their 2008 term, 99% of members reported improvement in the skills and knowledge of service and citizenship, with 56% reporting "significant improvement." One member shared: "The program's strong emphasis on national and community service has given me guidelines for a future as a community member. Also, as a partner with AmeriCorps, MCC has opened doors in my own community that I wouldn't have found otherwise, and provided the resources to continue to be involved."

Community Outputs and Outcomes

COMMUNITY IMPACT

Human needs of significant scale lie in the forefront of concern in this state, and MCC mobilizes its members to strengthen community organizations and help families. "The crew provides outstanding service that really helps our efforts to serve the community. This crew was enthusiastic, hard working, easy to work with, and made special efforts to be sure they did the job we wanted," commented a nonprofit partner.

Over the last three years, through its involvement with the Governor's weatherization initiative, MCC has serviced 4035 homes in over 150 communities, including Montana's seven Indian reservations. Members have participated in the construction of 19 houses, and renovated or constructed 377 community buildings and structures. Last year, 100% of community partners rated the impact of the project as a 4 or 5 on our 5-point scale.

In 2004 and 2005, MCC was among the first conservation corps to have members in place in Florida and Louisiana to help with hurricane recovery efforts. Our crews removed storm debris and hazardous trees, managed a materials distribution warehouse, trained volunteers, and tarped roofs. More recently, MCC was on standby for deployments in Minnesota, Missouri, and Texas. We also are at ready to

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support the local Citizens Corps and chapters of the VOAD and Red Cross as needed.

These results demonstrate MCC's high community impact -- yet they are only part of the picture. Much of MCC's environmental work provides direct community benefits. Improved trails enhance recreation and fitness. Fencing and stream and habitat restoration projects enhance traditional activities like hunting, fishing, and wildlife watching -- all important economic drivers. Our growing involvement with invasive weed management (over 5,500 acres in 3 years) is critical to protecting open space resources. Fuels reduction projects protect public buildings and homes from wildfires. Tree planting efforts, such as the restoration of the EPA SuperFund site along Silver Bow Creek near Butte, MT, are reclaiming landscapes for human use. In the last three years, MCC crews have planted 250,000 trees -- a proud accomplishment in the tradition of Roosevelt's CCC "Tree Army."

MCC will continue with these services to communities. We are also pursuing an increased role in clean energy and green building in response to national initiative and interest from local partners.

SUSTAINABILITY

MCC's organizational structure and programs help us serve an increasing scope of needs with a diminishing share of CNCS federal funds each year. Match contributions from projects partners remain the keystone of our sustainability. This revenue comes from cost-share agreements with federal, state, and local public land management agencies. MCC also partners with public health and human service agencies and diverse non-governmental organizations. All these entities are consulted on a regular basis to determine community needs that can be addressed with MCC crews and to identify potential funding streams. They advocate for MCC support in their own budgets and within the community, and partner with MCC to develop grants.

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MCC's sustainability is enhanced by fundraising activities. MCC has increased support from grants and donations from \$40,000 in 2002 to \$115,000 in '07. These efforts continue to expand, particularly to support our growing youth programs.

MCC is built to last -- and builds to last. The ultimate measure of MCC's sustainability is the lasting impact of our projects. Kids are still swinging in playgrounds installed by members over a decade ago. Heavy trail maintenance is performed to last ten years -- or more. The legacy of MCC endures in community agencies with improved facilities with which to serve their clients, and in homes where low income families may spend less of their family budget to heat their home. MCC undertakes projects that provide lasting benefits for our lands and citizens.

VOLUNTEER RECRUITMENT AND SUPPORT

MCC has earned a reputation for hosting quality volunteer experiences, prompting organizations like the Adolescent Resource Center or Lone Pine State Park to partner for events like National Public Lands Day and Make a Difference Day. In 2008, 846 volunteers (649 under age 18) teamed-up with MCC to accomplish 22,545 hours of service.

The root of our success is putting tools in the hands of volunteers on projects with tangible results. Said one young volunteer: "The thing that made my experience a good one was the indescribable feeling of pride you feel when actually executing this type of work."

MCC has a minimum target of 600 volunteers, including 400 youth. On volunteer surveys, over 90% of volunteers report a positive service experience year after year. Nearly all indicate they would volunteer again with MCC. Shared one volunteer: "The crew was great great great! Really positive attitudes, fun people to work with. There's something super rewarding and satisfying about hard manual labor and

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giving back to the community at the same time."

The MontanaYES youth corps program remains our premier volunteer activity. This summer program provides 120 teens with challenging and rewarding service experiences -- nearly 200 hours each.

Remarked one participant: "Before all this, I couldn't have cared less about what happened in the community. Now it's all I care about!"

CAPACITY BUILDING

MCC's regional structure and extensive partnerships enhance our capacity to support community organizations. Every year, MCC is able to efficiently leverage the resources of our AmeriCorps grant into specific services for dozens of groups. Often, one or two day projects can provide inestimable benefits. For example, when the Missoula Children's Museum needed assistance constructing a new exhibit because their volunteers didn't have the time or expertise, an MCC crew was able to complete the project in three days. In Kalispell, the American Red Cross partner commented: "We accomplished more in a few hours with these people than what we could do in one whole weekend."

Though the MCC commonly requests a partner match contribution for each project, for many smaller organizations this is not possible. These partnerships, however, present other benefits. Projects may offer high quality, person-to-person service experiences for members, and the partners may contribute by including an article in their newsletter or simply by acting as champions of MCC in the community. Such advocacy is a mechanism to renew and expand the value of the MCC and AmeriCorps, and to foster stronger communities.

Organizational Capability

1) SOUND ORGANIZATIONAL STRUCTURE

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ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

Founded in 1991, MCC received its first AmeriCorps grant in 1993. Since then, MCC has consistently expanded the scope and reach of our program -- adding to the number of crews responding to local needs; developing initiatives like CorpsLINK in the 1990's to engage adjudicated youth in crew-based community service; morphing that program into MontanaYES in 2002 to engage a broader cross-section of teenagers; and most recently, evolving the summer MontanaYES program into a year-round community youth corps through emerging partnerships with schools, after-school programs, and other youth organizations.

The AmeriCorps goals have always melded well with the agency's mission, and MCC prides itself on being a sustainable, efficient, fully-dedicated national service program -- all members, except the teen participants, are AmeriCorps members receiving a living allowance. Service and civic leadership are fundamental values of the MCC mission, and the national service orientation of our program nourishes the conservation and community projects undertaken by our members.

With eighteen years experience as a conservation corps program, MCC prides itself on its annual accomplishments and the visible and lasting impact of our service on the lands, communities, and people of Montana. Likewise, and closer to the heart of our mission, the MCC experience has profoundly impacts the lives of our members, youth corps participants, and volunteers. A former member who recently graduated from college reflected in an email: "I made the focus of my program Environmental History, thanks to the amazing outdoor opportunities MCC provided me. I was always a lover of wilderness before my time with MCC, but the two summers I spent working in the backcountry with groups of other dedicated young conservationists crystallized my desire to make a career out of conservation work. I just wanted to say thanks again for giving me the opportunity to experience MCC, and gain an education award in order to return to school and further my ambitions. I really don't think

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it would have been possible without the MCC experience."

Over the sixteen year period since MCC first received CNCS funding, we have proven our capacity for sound programmatic and fiscal oversight of a large program spread across a vast state. Members are assigned to one of MCC's five regions and remain under the direct supervision of a regional supervisor (RS) and regional program coordinator. The RS's also cultivate projects and work with partners to assure each project is well planned and suited to our members' abilities. RS's brief the partners to ensure they understand MCC and AmeriCorps policies. These partnerships are formalized in a signed Cooperative Agreement.

We have institutionalized procedures to monitor crew and partner performance, and these have supported continuous improvements in our partner relationships. Project evaluations completed by the partners after each project allow us to closely track crew performance. Year to year, over 90% of partners highly rate crew performance, and 100% indicate their interest in partnering again with MCC. Our staff also seeks feedback from members regarding the partners. These inform our sponsor briefing procedures. For major partners, MCC prepares detailed partnership reports. These steps have helped MCC enjoy excellent relationships with 150 to 200 partners each year.

The agency utilizes a fund accounting program, Management Information Products (MIP), to record accounting entries and produce management reports. These reports detail expenditures by expense category, funding source and functional categories allowing up-to-date analysis of grant and match requirements and tracking of the project agreements or grants we negotiate with contributing project sponsors. A system of internal checks and balances is maintained through the separation of duties between the President/CEO, Director of Operations, Program Director, and the Board of Directors.

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MCC has effectively administered the AmeriCorps grant since 1993. MCC also administered for four years a federal Juvenile Justice and Delinquency Program grant issued through the Montana Board of Crime Control. The Director of Operations has previously performed A-133 governmental audits for municipalities, universities, and large nonprofits, and prior to her 13 years with MCC, she worked for six years with an agency that received funding from over 20 federal sources.

An annual audit is conducted by an independent auditor, and for the last eleven years, the auditors have issued an unqualified opinion of the financial statements of the MCC. In April of 1996, the Office of the Inspector General contracted for a review and test of the MCC. During this review, the contractor indicated that they were pleased with the "exceptional degree of professionalism and thoroughness exercised" in the performance of our annual audits. In 2007, as part of an OIG audit of the State Commission, the MCC records and procedures were reviewed. The final report included a limited number of simple recommendations regarding member records. These recommendations have already been implemented. Over two years of audited program expenditures, there was only one questioned cost for \$406 for additional guests at a member recognition event. The results of this audit again confirmed MCC's comprehensive and effective management practices.

The Montana Office of Community Service conducts site reviews based on an annual risk assessment. The Office has consistently found that MCC maintains thorough and accurate member records and remains in compliance with AmeriCorps policies. In recognition of MCC's excellent ability to provide sound programmatic and fiscal oversight, the Commission has periodically referred other Montana grantees to the MCC for technical support. The MCC senior staff is also commonly called upon by our national association, The Corps Network, to advise on policy matters or provide technical support to other corps programs.

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BOARD OF DIRECTORS, ADMINISTRATORS, AND STAFF:

We have an experienced staff in our five regional offices, and a talented headquarters staff. When positions open up, MCC attracts high quality applicants with previous corps and national service experience. MCC also benefits from excellent staff retention. The staff embraces the philosophy of national service and understands how AmeriCorps fits into a crew-based program.

The President/CEO, in his seventh year with MCC, has twenty-one years experience in nonprofit organizations and a Masters degree in environmental studies and nonprofit administration. The Director of Operations is a CPA with a background in public auditing, including single audits in accordance with OMB circulars, and twenty years experience in managing federal grants. The Program Director has dual Masters degrees in philosophy of education and counseling, and over twenty-six years experience in experiential education. He oversees all aspects of our member development program and supervises the Regional Supervisors and Program Manager. The Program Manager supervises member trainings and develops high quality education resources for the members. This manager also supervises the Youth Coordinator and Recruitment and Outreach Coordinator. The five Regional Supervisors have previous natural resource and corps experience. They are responsible for project development in their region, and make hiring and disciplinary decisions for the members they supervise. Regional Program Coordinators work under the Regional Supervisors in each region and provide the direct support and field supervision for members. Other administrative positions include an accountant, bookkeeper, I.T. specialist, and administrative assistant.

MCC is strongly committed to professional development for its staff. Annual performance reviews are completed with great care for all staff. The reviews outline yearly goals and areas for growth and training. MCC allocates an average of \$1800 per employee for professional development and networking at local and national conferences and trainings. The MCC senior staff members are regular contributors

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to The Corps Network's Excellence in Corps Operations peer review process. This has helped MCC share its strengths with others, and bring home new practices from other corps. MCC also promotes intra-region visits between regional supervisors and coordinators to learn from each other.

MCC is governed by an outstanding and diverse board of directors. MCC board members hail from eight different Montana communities, including towns with regional offices. These directors bring diverse assets to our governance with professional connections to universities, community action agencies, conservation organizations, state government, national service programs, and youth development. Two board directors are former MCC AmeriCorps members. Board members make individual contributions and deepen community relationships by directing potential project partners to the MCC.

The board meets 6 to 7 times each year to review the financial position of the organization and ensure the program is accomplishing the mission. Board subcommittees (Audit and Finance, Fundraising, Governance and Nominating, Strategic Planning) meet in between regularly scheduled board meetings. The Board of Directors most recently approved strategic plans in 2002 and 2005. Each of these plans guided important organizational developments, including changes in our staffing structure, increasing efforts with youth, and enhancements to our program design and resource development functions. During the winter of 2008-2009, the Board is shepherding a new, comprehensive strategic process to effectively position the organization in light of new partnerships and the emerging opportunities in energy conservation and national service.

PLAN FOR SELF-ASSESSMENT OR IMPROVEMENT:

With crews spanning the breadth of Montana, and into neighboring communities in Idaho, Wyoming, and North Dakota, we maintain comprehensive evaluation systems and databases to track results from 250+ projects, manage our participants' performance, and track progress toward the performance

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measures. Quarterly reports provide management information to the headquarters and regional staff, and form the base for entries into the AmeriCorps reporting system. We review and revise all project and member data forms each year to ensure they capture the necessary information for our evolving needs.

Quality of service is measured three ways. Partners complete a crew performance evaluation after every project. Results are promptly reviewed by regional supervisors and management and entered into our database. The crew leaders complete biweekly journals which document daily activities and issues with the project, partner or crew. These are reviewed by the Regional Supervisors and Program Manager. Regional staff debriefs crews every few weeks to monitor partner performance, and they visit with partners in person or by phone to sustain productive relationships. These practices allow staff to continuously monitor and address crew performance and partner relationships.

Member tracking tools include individual evaluations and self-evaluations, and periodic reviews of each member's Individual Action Plan (IAP). Leaders are evaluated by their supervisor early in April, during the mid-season break in August, and at the end. This allows us to quantify and measure their progress across the range of leadership competencies. The corps members receive written feedback twice during their term -- at mid-season and at the end of the term -- regarding their progress on the MCC citizen-leader competencies and their IAP's. The members also have the chance to provide written feedback for their supervisors. Members submit biweekly timesheets documenting all projects, training, and other program activities. The biweekly journals maintained by crew leaders also provide documentation of any member issues.

At the end of their term of service, members complete a comprehensive program evaluation. This is done using an online survey tool. With results immediately available in November, MCC is able to

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effectively integrate this feedback into our planning for the following season.

Written feedback is solicited from the MontanaYES youth program participants and their parents or guardians. MCC also asks youth families to complete an anonymous household survey that allows us to track socio-economic, demographic, and other characteristics of our youth participants.

Because of the vast distances that separate our regional offices, we invest in communication technologies. A networked computer system permits easy electronic communication and access to organizational materials held on a server. Biweekly conference calls or webinars between the regional and state office staff enhance teamwork and consistent, high quality practices among regions. We also ensure that crews are always able to communicate from the field via radios or phones.

The executive leadership (President, Program Director, and Director of Operations) meets weekly as a team. A collaborative leadership approach provides balanced and attentive management of the organization. When MCC has a special topic to consider, we routinely utilize self-directed work teams with 3 to 5 staff members to develop recommendations for the organization. A standing risk management committee ensures best practices in member safety and program operations.

MCC communicates externally through a variety of media. An MCC blog for members, alumni, and others recently replaced the "Krew News." CorpsWorks is a twice a year printed newsletter directed at project partners, alumni, and other stakeholder. MCC also sends out a monthly 1-page electronic newsletter. MCC publishes a formal bi-annual report. Other publications include recruitment posters and AmeriCorps position description brochures. MCC also cultivates media interest, with 60 to 100 news reports, including front page stories, being published or broadcast every year. This effort helps build public awareness about MCC and AmeriCorps.

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A culture of continuous improvement is institutionalized at the MCC as evidenced in annual refinements to almost every facet of our program -- from forms to training activities to curriculum to partnerships. Each year, MCC seems to surpass itself as reflected in the performance measures, partner evaluations, and member experiences.

MCC is among the 21 corps selected to participate in the 2007 CNCS-funded National Evaluation of Youth Corps conducted by Abt Associates. This is the largest experimental design evaluation ever conducted of national service programs. Results are anticipated in 2009.

MCC's track record for addressing our AmeriCorps issue areas is outstanding. We consistently meet or exceed performance measures and members reflect positively about their AmeriCorps experience with MCC. A validation of our record is found in the nearly 200 agencies and community organizations that annually sponsor projects.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE:

With deep experience managing the AmeriCorps grant and implementing a statewide program, MCC is a valued resource for technical assistance. In recent years, the Director of Operations has been called upon to train financial managers at other AmeriCorps programs in Montana. The Program Director is shepherding a statewide "Meaning of Service" civic reflection activity involving different AmeriCorps streams of service in Montana. Every year, the MCC President and CEO, and senior staff are called upon to lead technical assistance teams visiting other corps as part of The Corps Networks' Excellence in Corps Operations peer review program. MCC is a mature organization. As such, our staff are called upon to serve on diverse nonprofit boards -- including United Way, Bob Marshall Foundation, Bozeman Children's Museum, Montana Nonprofit Association, and The Corps Network.

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2) SOUND ACCOMPLISHMENTS AND COMMUNITY SUPPORT

VOLUNTEER GENERATION AND SUPPORT:

What distinguishes the MCC volunteer experience is the opportunity to work with hand tools under the guidance of trained members, and to get tangible things done. These hands-on activities result in rewarding service experiences. And what better place to work outside!

MCC annually recruits hundreds of volunteers (846 in '08) who serve thousands of hours (22,545 this year) on dozens of projects (43). MCC is particularly interested in engaging youth, and over two-thirds of volunteers are 18 years or younger. The MontanaYES program offers an incomparable summer service experience for teens.

This year, 96% of volunteers reported a positive experience and that they felt they made a meaningful contribution in the community. In 2007, it was 99.5%. 94% said they'd join MCC again for a volunteer activity. By capitalizing on such experiences, especially during national events like National Trails Day or Make a Difference Day, and by collaborating with partner agencies and other AmeriCorps programs in our communities, MCC increases community awareness about national service. When asked if as a result of volunteering, they would be more actively engaged in the community, 95% responded yes -- 32% strongly agreed.

With expanding youth service activities in schools, MCC expects a steady increase in the number of volunteers and volunteer assisted projects.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP:

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In 2008, MCC received a Project of the Year Award in Washington, DC, from The Corps Network, for our leadership in orchestrating the 551 mile Yellowstone River Clean-Up. Senator Jon Tester accepted the award with MCC at a ceremony in the U.S. Capitol.

The Montana Weed Control Association presented MCC the Outstanding Youth Award for 2007, and in 2005, our MontanaYES program was highlighted as one of the nation's most innovative AmeriCorps programs in the publication, "Transforming Communities through Service."

In 2004, MCC was awarded the prestigious National Wilderness Award from the U.S. Dept. of Agriculture for our contribution to the Canyon Creek Dam restoration project on the Bitterroot National Forest. This award in the category of traditional skills and minimum tools highlighted our AmeriCorps members' capacity to undertake a challenging construction project with minimal impacts to the Selway-Bitterroot Wilderness.

These awards demonstrate MCC's leadership in service, conservation, and youth development. By actively engaging with diverse community stakeholders, from large federal land management agencies to small nonprofit organizations, MCC leverages the resources of AmeriCorps to benefit diverse local needs. Every project results from collaborations with community organizations and public agencies.

The Project of the Year Award previously described is a good example of MCC leadership. When stakeholders along the Yellowstone River decided the river needed to be cleaned up, the Yellowstone River Conservation District Council contacted MCC to spearhead the 551 mile long effort. Watershed groups, state agencies, private foundations, environmental groups, and local businesses participated and helped plan and raise funds for the effort. In one week, 24 MCC MontanaYES youth participants, joined by local volunteers, removed 18,000 pounds of trash, 5000 aluminum cans, and 90 tires from 64 fishing

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access sites.

Through service on nonprofit boards, MCC employees lend their leadership to our communities.

SUCCESS IN SECURING MATCH RESOURCES:

Since its inception, MCC's success as a corps has hinged on its ability to form partnerships and maintain a broad base of support in Montana communities. The 253 projects completed in 2008 with 166 agencies who contributed \$1.6 million are proof of our ability to secure a dependable match resource.

This match continues to increase every year as our regional supervisors and CEO continuously reach out to communities and partners across Montana to cultivate understanding of the resource provided by our AmeriCorps crews. This cultivation occurs through attendance at conferences, service on board of directors, participation in community events and meetings, and simply reading the paper to see where needs exist. Our staff negotiates with existing partners to deepen and diversify the roles that our members can play in helping them address agency priorities. For example, a partnership may grow from simply building a trail for a week one year, to members conducting resource inventories and treating for invasive weeds while restoring trails during a month long hitch the following year.

Every year, MCC also establishes new relationship the result of seeking new communities and organizations where we can help, and by responding to inquiries from people who've learned about the reliable work ethic and positive attitude of MCC crews. For example, after the success of a 1-day river clean up event in 2006, the Yellowstone River Conservation District Council contracted with MCC to spearhead the 551 mile-long project on the Yellowstone River.

For the vast majority of MCC projects, the partner is able to provide a match contribution. This supports

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our grantee match. For others, especially smaller nonprofit organizations, MCC is able to donate, or provide at reduced cost, the services of a crew.

A growing source of match is grants. Each year, the regional supervisors develop Recreational Trails Program and Off Highway Vehicle Program grants from state agencies to enhance community and public lands trails. The RTP grants total nearly \$150,000 each year and may be leveraged against other funds, such as grants from the National Forest Foundation.

The President/CEO also develops funding from foundations, corporations, and donors. In recent years, MCC has been able to increase support from private donations and grants from \$40,000 in 2002 to \$115,000 in 2007. Particularly as our youth programs expand from summer-only services to year-round activities, MCC anticipates increases in grants and donations

MCC has increased the overall share of match with every grant cycle. For 2010, we anticipate a 59% grantee match with 41% of our funding from AmeriCorps. That's a match increase of 4% since 2007.

COLLABORATION:

As stated above, MCC was born and grown of collaboration -- 166 partnerships in 2008 accomplished 253 separate projects. Our existence is dependent on our ability to develop partnerships with hundreds of community and faith-based organizations, local governmental entities, and state and federal land management agencies. Each project addresses a compelling need and ensures meaningful service for members and volunteers.

While the predictable performance of our AmeriCorps crews brings legitimacy to these relationships, it is the personal outreach of our regional supervisors that opens the doors to these collaborations. As

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MCC's primary project developers, the regional supervisors are consummate networkers. One instrument for developing collaborations has been the Recreational Trails Program administered in Montana by the Department of Fish, Wildlife and Parks. To develop high scoring proposals, MCC engages diverse stakeholders in support of the project. In addition to involving partners who can contribute matching resources and funding, each proposal includes support letters from ten or more direct stakeholders in the project -- groups like the Backcountry Horseman, Montana Wilderness Association, local outdoors equipment merchants, and off-highway vehicle clubs. Likewise, MCC is often included in RTP and OHV grants submitted by other organizations such as the Highland Cycling Club and Prickly Pear Land Trust. MCC is a valued partner in helping to realize so many projects -- the service of our members is invaluable to the success of these projects.

Essential to effective collaborations, is consistent and dependable performance. Project evaluations reflect a high level of satisfaction, with 91% of partners each year rating our crews as 4 or 5 on a five point scale. 100% of partners report they would partner again with MCC.

An interesting development in our collaborations is the increasing demand by the U.S. Forest Service for crews on extended wilderness hitches -- from 3 to 18 weeks in places like the Bob Marshall, Frank Church-River of No Return, and Washakie wilderness areas. Our program is unique in that many of our members are seeking a rugged, intensive conservation service experience in the backcountry. With diminished resources with which to manage public lands, these agencies are increasingly turning to MCC to help protect our nation's national parks, forests, and designated Wilderness Areas. Many of these agencies are also witnessing a workforce transition. With a high percentage of managers who started their natural resource careers in the 70's nearing retirement, America's public lands need new stewards. By partnering with MCC, a new generation of wilderness workers with traditional skills and a love of the land are being cultivated. This is a special niche for MCC.

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LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS:

The vast majority of MCC funding is developed through local partnerships -- either through direct sponsor match contributions or from grants from local entities. These financial contributions from public and private, nonprofit entities reflect the priorities of the community and their investment in the MCC. Our focus has been to develop our capacity to increase matching cash contributions, and thus we do not pursue significant in-kind contributions. Yet, community support may be invaluable in supporting volunteer events, or aspects of our program not funded through the AmeriCorps grant of project contributions -- items like the service awards for the MontanaYES participants. Local businesses may also support our volunteer efforts by donating food, space and advertising for our service day projects. Many vendors provide a 10% discount to the organization and our members as a way to support the work of the members.

Local financial contributions in the form of grants and donations are especially important to our youth corps program. MCC has succeeded at gaining repeat support from local businesses, major Montana corporations, and Montana-based foundations. Local contributions range from \$250 sponsorships for youth Service Awards to \$10,000 program grants.

COMMUNITY STAKEHOLDERS:

MCC's 150 to 200 annual project partners represent a wide range of community stakeholders. In 2007, 45% of project partners were non-governmental community organizations (88) like the Asbestos Related Disease Network, Gallatin Valley Land Trust, Habitat for Humanity, Nature Conservancy, Missoula Children's Theater, and many more that provided high quality projects. MCC also worked with city and county governmental agencies. State agencies that collaborated with the MCC include more than a dozen state parks, the Dept. of Environmental Quality, Dept. of Natural Resources and

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Conservation, and Dept. of Public Health and Human Services. Federal agencies include the National Park Service, U.S. Forest Service, Bureau of Land Management, Fish and Wildlife Service, and Bureau of Reclamation. Each of these stakeholders has proven a reliable partner that is invested in our members' development.

Cost Effectiveness and Budget Adequacy

COST PER MEMBER SERVICE YEAR: MCC requests \$1,562,400 in federal funds to support 175 members (124 MSY) at a Corporation cost of \$12,600 per MSY. These positions include 73 full-time members and 102 part-time members receiving a living allowance. This request represents 41% of the total program budget. The 73 full-time positions support 46 field crew leaders, 7 senior crew leaders, and 20 MontanaYES youth corps leaders. These positions begin in February and end in mid-November for a full, 9-month term of service. The part-time positions support 102 crew members serving in a full-time capacity from May through October. These members will serve on 23 field crews with 6 or 7 AmeriCorps members per crew, and on 10, two-person youth corps teams that will lead 20 sessions of the summer MontanaYES program and also the community youth corps activities with teachers, after-school programs, and youth groups during the school year.

DIVERSE NON-FEDERAL SUPPORT: The MCC grantee share of \$2,285,000 (59%) for program year 2010 is comprised of diverse revenue sources, including partner match contributions from federal, state, local, and nonprofit organizations, and other grants and donations in support of the program. Program income from partner match contributions remains the most significant and sustainable source of support for MCC. Of 253 projects completed in 2008, 157 (62 %) provided fee for service contributions totaling \$1.6 million. Revenue from partner contributions has increased yearly since 1994. By 2010, MCC expects to develop \$2.2 million from match contributions from partnerships with nonprofit organizations and local, state, and federal agencies. MCC anticipates that 16% of revenue (\$375,000) will come from state agencies like State Parks and the Dept. of Public Health and Human Services. MCC

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has had good success with developing grants funded through state administered recreational trails programs in Montana, Idaho, and Wyoming. These project grants contribute non-federal revenues, while enhancing collaborations with public agencies like the U.S. Forest Service or enabling new partnerships with community organizations like the Foys to Blacktail Trail group in Kalispell or Highland Bicycling Club in Butte. Partnerships with local nonprofits like the Montana Weeds Association, Nature Conservancy, or Downtown Business Partnership will provide an additional \$119,000 (5%). The largest source of funds in the grantee share comes from project match contributions from federal agencies including the National Park Service, U.S. Forest Service, and Bureau of Land Management. These sources will generate \$1.6 million of match revenue (71%). Considering that much of western Montana where a majority of our residents live is under federal jurisdiction, this share of public lands funding reflects our activities where there is the greatest need for the services of our corps. MCC has researched the use of federal funds as a portion of the "non-federal" grantee share. The enabling legislation for AmeriCorps, the National and Community Service Act of 1993, authorizes the use of such funds for the purpose of grantee "non-federal" match. U.S. Code Annotated, Title 42, section 12571, states: "In providing for the remaining share of the cost of carrying out a national service program, the program -- B) may provide for such share through State sources, local sources, or other Federal sources (other than the use of funds made available under the national service laws). MCC also has conscientiously reviewed the applicability of federal matching funds with each of our federal project sponsors. Contributing federal partners have determined and authorized that within their regulations, the AmeriCorps funds are allowable matching funds. MCC has records of these determinations on file. A smaller but essential piece of the grantee match that is primarily dedicated to our youth programs is the revenue from private grants, corporate donations, and individual contributions. MCC has budgeted conservatively for these funds at \$160,000 (7%). With proposed expansions of the youth programs beyond the highly successful summer MontanaYES program to include in-school and after-school conservation-service activities, MCC anticipates new sources of grant revenues, public funding, and

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private donations from community supporters. MCC is pursuing capacity building funds to hire a development director who will bring additional resources to our program activities. As this person will not be hired until funds are available, this position is not reflected in the budget.

DECREASED RELIANCE ON FEDERAL SHARE: MCC continues to decrease its reliance on the federal AmeriCorps share even as we grow the program. Since 1994, the grantee share has increased from 35% to 50% in 2005. By 2010, we project the AmeriCorps grant will comprise only 41% of the total budget. Throughout this period, MCC has continued to increase the scale and scope of the organization, accomplishing greater outputs and outcomes each year with a shrinking investment of CNCS dollars. Yet, throughout this period, MCC has maintained a strong identity with AmeriCorps. This decreasing reliance on federal share is the result of our expanding capacity to develop partner match contributions for service project work with diverse stakeholders across the region, and to raise additional support through trails grants and private grants and donations. Our five region structure gives MCC great capacity to expand an already reliable project base and capitalize on local funding sources. Five regional supervisors, plus the president/CEO participate in project development. To meet our revenue goals, MCC aims to schedule virtually every crew-week available between June and October. During this period, we are operating at full-capacity with 175 members on 23 field crews and 10 youth corps teams. Members have a short respite from project work in August. During the spring as we train our leaders, project opportunities are more limited due to snow cover and unreliable weather. This is an ideal time to provide low or no cost community services to local nonprofits. Starting in mid-April, we are able to develop fee for service projects. Spring projects typically revolve around watershed restoration which is best done before plants leaf out. In the fall, after corps members graduate, the crew leaders are able to participate in final week of service before the end of their term of service. In summary, MCC has a decreasing reliance on federal share the result of the increasing partner match contribution and additional grants and donations, even as we deepen and broaden the scope and impact of MCC

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activities. MCC has excellent -- and growing -- capacity to sustain and build its non-federal resources. It should be noted that MCC has succeeded at decreasing its federal share even when confronted with the challenges of serving one of the most rural states in the nation where 52 of 56 counties are classified as "rural" or "frontier." Current data from the Foundation Center ranks Montana 49th in the nation in philanthropic resources -- total and per capita. Despite these challenges, the Montana Conservation Corps continues to demonstrate the highest capacity to develop a sustainable match and leverage AmeriCorps funds efficiently to competently administer a program that is responsive to needs and opportunities in Montana.

BUDGET ADEQUACY: The budget reflects a statewide program that spans the vast and rugged Northern Rockies region where communities are separated by long distances, high mountain passes, and unpredictable weather. Our model with five regional offices maximizes our community presence throughout the state and provides for excellent, direct supervision of the members by our regional supervisors and regional program coordinators. This model also enables MCC to provide exceptional opportunities for youth and volunteers to participate in hands-on conservation and community service activities. Through this multi-region structure, we are able to maximize the share of dollars that goes into program implementation, rather than into the operations of the state office. MCC's overall administrative costs are very low. Member living allowances and support costs comprise 50% of the total budget, with program personnel and program operations representing an additional 41%. A hallmark of the MCC is the quality training we provide to develop crew leaders. This training includes advanced technical skills such as chainsaw operation and Wilderness First Aid, as well as development of leadership competencies. The crew members too participate in high quality education including the PLACE curriculum that is designed to enhance their crew experience, deepen understanding of local conservation issues, and foster positive citizenship values and habits. The value of this training is reflected in our project partners' high marks for crew leader competency and crew performance, and

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their commitment to contribute year after year to the cost of our crews. Our members also reflect on this training and citizenship-oriented education is a strength of the MCC program. MCC has allocated \$105,665 for this quality training. Likewise, maintaining motivated and high capacity employees is necessary to sustain a high quality program. \$28,835 is designated for training in supervision and management skills and to support them in comprehensive network building through national and regional conferences such as the National Conference on Volunteering and Service, Wilderness Risk Managers Conference, State Trails Conference, or Montana Conference on Children and Nature. With recent fluctuations in fuel prices, a significant operating expense (\$234,000 -- 6%) is the operation of the vehicles to transport the members to project sites. This cost includes the cost of gas, repairs, and insurance. MCC maintains a fleet of 36 Suburbans. The heavy wear and tear on vehicles and trailers creates a constant need to replace aging vehicles each year. \$25,000 is budgeted for vehicle replacement. The MCC budget is based on years of experience in running a high quality corps program. Every detail has been considered in developing the budget to accommodate increasing interest from partners and expansion of our youth corps activities. MCC believes the budget is adequate and appropriate to support our program design. Our fifteen year track record for administering the AmeriCorps grant in an efficient and predictable manner is excellent.

Evaluation Summary or Plan

Montana Conservation Corps is one of the sites participating in the National Evaluation of Youth Corps, conducted by the Corporation for National and Community Service in partnership with Abt Associates and The Corps Network. The purpose of the study is to assess the impact of participation in youth corps on corps members' employment, education, life skills, and civic engagement. The Corporation for National and Community Service has authorized this study for the independent evaluation under the AmeriCorps Rule. Results are expected in 2009.

In 2008, MCC participated in the Excellence in Corps Operations (ECO) peer review facilitated by The

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Corps Network, the national association of service and conservation corps. Summary comments stated: "Montana Conservation Corps (MCC) is an exemplary Corps program. It has matured into a highly effective conservation corps with a strong and deserved national reputation. It has outstanding leadership and a strong program model. Most importantly, MCC consistently provides outstanding life-changing experiences for corps members and high quality project work for public land management agencies and local communities."

Amendment Justification

N/A

Clarification Summary

PLAN FOR INCREASING RETENTION

It is the goal of the Montana Conservation Corps for every member to succeed with their AmeriCorps term of service. The following plan describes our efforts to increase retention and reduce the causes that result in avoidable attrition.

1. Improve pre-enrollment education and screening: MCC continues to refine its recruitment materials and interview processes to provide applicants with a clear understanding of the nature of our program, including the rigors of the work, the remoteness of many projects and regular backcountry living conditions, the day-to-day character of life working in small crews, and the demanding nature of the climate in the Northern Rockies. MCC has recently revised our medical form to promote more effective self-screening and to help applicants better prepare for the program.

2. Work Hardening: MCC takes care to schedule early season projects to allow gradual work hardening and the development of healthy work habits. The goal is to limit injuries and to help members adjust to the nature of work and life.

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3. Increased Staffing for Member Support: MCC recently has made staffing changes to provide enhanced member support in the field. In the last year, we have assigned a Regional Program Coordinator (RPC) in every MCC regional office. In addition to the Regional Supervisors, the RPC's provide enhanced direct supervision of the members in the field. They are trained to identify and address as early as possible concerns with individual members. Also this year, in regions with more than 4 field crews, MCC is assigning a new seasonal crew liaison position to provide technical and supervisory support in the field. These positions will significantly boost our supervision and member support capacity. MCC also utilizes AmeriCorps Senior Crew Leaders to help crews enjoy positive learning and service experiences. These Senior Crew Leaders are members with more advanced experience and training in conflict resolution and member management.

4. Building Strong Crew Structure: Fostering a positive crew culture is perhaps the single most effective approach to promoting retention. A strong crew culture fosters emotional support within the crew and helps the members work as a team to overcome interpersonal issues, it promotes a culture of safety and risk management that keeps people healthy, and it gives members a tangible sense of being part of something bigger than themselves. To promote the early development of a strong and sustained crew culture, MCC provides targeted training of our AmeriCorps crew leaders in team-building and facilitation, active listening and conflict resolution, effective debriefing, and providing constructive feedback. These skills promote a positive crew dynamic that helps every member grow in leadership, teamwork, and citizenship skills. A strong crew culture also promotes compliance with MCC and AmeriCorps policies and rules of conduct.

PLAN FOR INCREASING DIVERSITY

MCC believes that diverse and inclusive crews are integral to our mission to develop skills and values for

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citizenship, leadership, and stewardship. MCC aims to recruit members who represent -- and exceed -- the full social fabric of our communities in Montana. Montana cannot boast a racially or ethnically diverse population. Latest census statistics reveal that African Americans represent 0.6% of the population, Hispanic/Latino 2.8%, and American Indians as 6.3%.

MCC achieves good diversity in areas of gender, disabilities, geography, and socio-economics. Though the percentage of female members dropped to 38% in 2008, enrollment to date in 2009 is 30 females and 31 males for crew leader positions. MCC seeks fully gender balanced crews and continues to promote this by highlighting photos of women in our publications and with mixed gender leader teams. Historically, MCC has had a high percentage of members (21%) reporting a disability on the state commission's annual disability survey. This summer, MCC will be visiting with representatives of the Utah Conservation Corps to observe their "Inclusive Crew" model and consider its replication in Montana. Also, 25% of 2008 members reported they were low income, and 57% did not have a college degree. 50% of members are Montana residents, with the balance coming from across the country.

Achieving diversity in race and ethnicity has been more difficult in the context of Montana's population. Still, this must change as the demographics of our country become more diverse even as the need for conservation-minded citizens and for people trained in green jobs grows. MCC continues with efforts to increase diversity in our program.

1. Recruitment and Outreach Coordinator: For the first time, MCC recently hired a Recruitment and Outreach Coordinator. This position will enable MCC to develop more sustained approaches to recruit under-represented populations from the Indian community and Montana's growing Hispanic/Latino community. Outreach to Montana's seven tribal community colleges will increase access to the Corps for Indians confronted with high unemployment on the reservations. The Recruitment Coordinator will

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also consult with the University of Montana and Montana State University to seek guidance on recruitment and retention of people of color. Both campuses host strong Native American programs, as well as recruiting non-white students from other parts of the country. Strengthening relationships with local community action agencies in Montana will increase access to lower income and urban populations, including placement of WIA eligible youth on our crews.

2. Program and Board Development: In addition to targeting recruitment efforts with the goal of building diversity, MCC embraces organizational strategies. MCC's staff includes a Native American who is exploring partnerships with Indian communities. In recent years, MCC has had Native American leaders serve on our board of directors. Under the new strategic plan, the Board seeks "influencers" to expand our key relationships, and certainly Native American representation is an important step building board representation and functions. MCC is also exploring new programmatic models to increase diversity, including a Clean Energy Corps program that would target reservation communities, and a youth corps program done in partnership with Boys and Girls Clubs on reservations.

MCC remains committed to promoting diversity on our crews. Our approach is tailored to the demographics of our state and the needs of our communities.

PLAN FOR VOLUNTEER MOBILIZATION

MCC understands the volunteer mobilization is a high priority for the CNCS. In our proposal, MCC proposed a target of 600 volunteers. Of these, 400 are projected to be youth under the age of 18. 100 of these youth volunteers are participants in our MontanaYES youth corps program, and 300 are youth engaged through other activities. As our mission is focused on youth development, MCC's primary effort is to mobilize a new generation of youth volunteers.

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With the proposed expansion of our youth programs, MCC believes this is a conservative estimate, primarily based on historic efforts. This proposal encompasses 20 FT youth crew leaders. In addition to running 20 sessions of the summer MontanaYES youth corps program with 120 youth, these leaders will serve in schools, with other youth-serving community organizations, with watershed groups, and others during the school-year to facilitate conservation-based service learning activities. MCC is piloting this model this spring with great success. With year-long placements with schools and community organizations, these members will provide opportunities in multiple communities for youthful volunteers to return for more than one activity.

In addition to youth-targeted efforts, MCC is a leading partner in organizing community service events around Earth Day and National Youth Service Week, AmeriCorps Week, National Trails Day, National Public Lands Day, and Make a Difference Day. Funding from a Recovery grant would allow MCC to have members serving during Martin Luther King Day. MCC also looks forward to building volunteer opportunities around the September 11 commemoration.

MCC has earned a reputation for facilitating engaging and productive volunteer activities. Increasingly, MCC is incorporating Meaning of Service readings and discussions into our service days. Surveys of our volunteers indicate that 96% report a positive experience, with 94% saying they'd join again for a similar event. Our approach has been to offer regular, engaging and rewarding volunteer experiences that encourage folks to serve repeatedly throughout the year -- with MCC or elsewhere.

Based on these activities, MCC proposes to increase the target for volunteers mobilized to 1000.

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EXPANSION OF YOUTH CORPS

MCC proposes a modest expansion of our MontanaYES summer youth corps program to 20 sessions -- 5 weeks each. Currently, MCC is hosting 16 sessions. Where significant growth is expected is in the level of engagement of our youth corps leaders. These positions will expand from 900 hour to 1700 hour positions. This change will enable the Youth Crew Leaders to promote conservation-based service and learning during the school-year. These leaders will be placed in schools and with community organizations to organize volunteer service activities and help young people make the connection between education, service, and citizenship. This change represents the bulk of increase in MSY's requested in our proposal.

MCC is piloting this model during the spring of 2009. 16 members are serving with groups like the Monforton School outside Bozeman, Montana Audubon in Billings, Partners for Alternative Learning School in Helena, and Center for Restorative Youth Justice in Kalispell. Youth are participating in diverse service activities including planting trees as part of a stream restoration project on Arbor Day, and constructing and installing raised garden beds for seniors and wheelchair-restricted people to tend to their own vegetable gardens.

Funding for this expansion will come from three sources. Currently, AmeriCorps funds support 67% of the total youth programs budget. MCC aims to reduce this share to below 50% within 3 years by continuing to develop support from project partners (from 23% current budget to 30%) and by seeking private funds through grants and donations to support a 20% share or greater of the program costs (currently 10%). MCC considers diversification of funding a top priority to ensure sustainability of the youth programs. Our strategic plan for 2009-2014 includes significant enhancement of our partnerships and fund development capacity to ensure financial resources, allow for increased community involvement, and provide for the highest quality service and learning experiences for members.

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CRIMINAL BACKGROUND CHECKS

MCC completes national criminal background checks and National Sex Offender Public Registry checks on all members prior to enrollment.

BUDGET CLARIFICATIONS

Section G Member Training: All of the meals are for all-day trainings. In some cases, trainings are multi-day events. MCC will clarify this on each line item in the budget narrative.

Section I -- Safety Recognition and Moral Boosting: This item is budgeted at \$ 30 for 175 members. The health and safety of members and prevention of work site accidents are a major concern. It was suggested by our workers' compensation provider to implement a common industry practice to promote safe worksites. These are small things (such as ice cream or stickers) occurring several times throughout the year but for the benefit of all members. This is just one piece of a larger safety and risk management culture that we create through trainings, ongoing education, debriefing and moral boosting events.

Section II B - Calculation for Unemployment Insurance: This is an error and will be corrected. We will change the grantee match to reflect the correct amount of \$ 29,070 (versus \$ 29,082) and the total will then be corrected to be \$ 42,595.

Continuation Changes

SUMMARY OF CURRENT PROGRAM ACTIVITIES

The Montana Conservation Corps (MCC) continues as a leading national service program, providing youth and young adults with life-shaping, hands-on conservation service opportunities in the Montana and across the Northern Rockies and Plains, while producing excellent results in areas of clean energy

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and environmental conservation. Inspired by the iconic Civilian Conservation Corps model, our programs are updated annually to address the environmental and social needs of 21st century America.

In 2009, the MCC continued to run programs serving both youth and young adults. Twenty-two field crews engaged 185 AmeriCorps members in 285 projects serving 177 local, state, federal and nonprofit partners in more than 100 communities across this vast state. Our members have excelled in achieving extraordinary results. Outputs include 1,495 miles of trail maintained or constructed, 6,597 acres of wildlife habitat treated for noxious weeds, 53 miles of fencing to protect habitat, 12 miles of streams restored, and an estimated 1,500 homes weatherized. Our team of AmeriCorps Youth Crew Leaders led 85 teens in completing over 16,000 hours of natural resource and community service projects as part of our summertime MontanaYES (Youth Engaged in Service) program. Our members mobilized 810 volunteers, including over 600 youth, in projects to improve their communities.

MCC's hands-on conservation programs not only accomplished major project results, but, more importantly, they succeeded in involving a generation of youthful volunteers with the knowledge, skills, and motivation to continue as engaged members of their community.

RATIONALE AND APPROACH: MEASURABLE OUTPUTS AND OUTCOMES

MCC proposes to opt into the national standard performance measures with this continuation request. The MCC program addresses the Environment/Clean Energy priority area, and several current measures align seamlessly with the national performance measures in the areas of trails, rivers, and public lands habitat. Instruments to track output and outcome targets are already in place.

ENROLLMENT AND RETENTION

The MCC enrolled 185 members in 2009 to achieve 100% enrollment.

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For 2009, retention rates were 93% for full time members, 87% for half-time members and 100% for minimum time members. Our overall retention rate is 89%. This is an improvement over recent years where the MCC retention rate has been between 82-85%.

This improvement reflects our increased attention on the physical nature of the work. In our recruitment and hiring process, MCC is providing additional information about the rugged nature of our activities and project settings. MCC highly encourages members to get in shape as part of their preparation. Our comprehensive risk management program has increased our emphasis on 'work hardening' and trying to schedule shorter days and less physically demanding projects at the beginning of the season.

Most significantly, we have added a Recruitment and Outreach Coordinator. This position allows undistracted focus on issues of recruitment and retention. The MCC saw a 50% increase in applications in 2009 with 635 applicants for 185 positions. This allowed for more selective hiring and better matching of member skills and abilities with the realities of the job. Even with these more exacting selection practices, MCC maintained a strong percentage of members reporting a disability (22%). The Recruitment and Outreach Coordinator also will allow MCC to better research and utilize data from higher education institutions on successful recruitment, transition and retention strategies. Improving retention and member health remains a priority.

PROPOSED EXPANSION FOR 2011

MCC proposes an increase of 20 MSY's, 124 to 144 MSYs, for 2011. These slots encompass 64 full-time field leader positions, 20 part-time youth crew leaders, and 140 part-time corps members for an increase from 185 to 224 AmeriCorps positions to deploy 28 AmeriCorps field crews and 10 youth corps

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leadership teams.

This expansion is in response to the vastly increased needs of long-standing MCC project partners who have been charged to accomplish priority public lands conservation projects with additional funding through the American Recovery and Reinvestment Act. These partners project this increased level of funding for project support through 2012. The proposed work is spread across the range of natural resource projects where MCC has demonstrated excellence: trail construction and maintenance, habitat restoration, noxious weed eradication, hazardous fuels reduction to decrease the potential for catastrophic wild fires.

Additionally, in 2009, MCC saw a three-fold increase in the services requested for the Governor's Warm Hearts Warm Homes program to provide low cost weatherization assistance for low income Montana residents. The Governor and private sector have demonstrated a sustained commitment to promote clean energy, energy conservation and "green jobs" in Montana. Members not only complete remediation measures for those who most need assistance making their homes more energy efficient, but they also provide a significant client education component to promote conservation strategies.

Like the Civilian Conservation Corps did for young men during the Great Depression, the MCC today provides young adults with both meaningful employment and transformative life experiences. Flooded with applications from this generation of young adults who are coming of age in the current recession, we are in a position to offer the same life-shaping experience. Our current member development outcomes continue to show that these crew-based, hands-on conservation service experiences are as powerful today as they were 75 years ago.

MCC is confident in our ability to effectively manage this expanded program. In 2009, with additional

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funding through an AmeriCorps Recovery (ARRA) grant, MCC fielded 29 crews and 8 youth teams. MCC maintained its exacting standards in program implementation and grants management. This request reflects the need to sustain this level of programming.

BUDGET REVISIONS

The budget reflects an efficient strategy to respond to current needs. In addition to the increase in positions, MCC is concentrating the positions we have available to address the needs of our partners while continuing to strengthen programs that engage local youth in service-based learning. For 2011, MCC retains full-time senior youth leaders in each region to coordinate fall youth activities, while converting a portion of the youth crew leaders to 900-hour positions that serve from February through August. Through experience, we have found this to be the most effective allocation of our youth crew leaders. The balance of slots is allocated to support field crews responding to the acute needs of project partners. All other budget changes are proportional to the increases in the number of crews and member support required to continue our program model.

CONCLUSION

The Edward M. Kennedy Serve America Act reflects a new era of service and citizen engagement. As a nationally recognized AmeriCorps program with a mission to inspire young people as leaders, stewards of the land, and engaged citizens, Montana Conservation Corps is poised to recruit and deploy a new generation of young adults and teens. MCC has demonstrated excellence in managing our grants, developing young people, and achieving priorities in clean energy and environmental stewardship since the beginning of the Corporate for National and Community Service in 1993. With continued support to engage 224 members in 2011, MCC will further the legacy of the Civilian Conservation Corps to strengthen communities, enhance public lands and improve the lives of our members, volunteers, and citizens.

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Performance Measures

Service Categories

Wildlife, Land, & Vegetation Protection or Restoration	Primary <input checked="" type="checkbox"/>	Secondary <input type="checkbox"/>
Community-Based Volunteer Programs	Primary <input type="checkbox"/>	Secondary <input type="checkbox"/>
Housing Rehabilitation/Construction	Primary <input type="checkbox"/>	Secondary <input checked="" type="checkbox"/>

Develop Leaders

Service Category: Wildlife, Land, & Vegetation Protection or Restoration

Measure Category: Participant Development

Need

Briefly describe the need to be addressed (Max. 4,000 characters)

Project partners from community and faith-based organizations and public land management agencies require that AmeriCorps service crews have excellent self-leadership capacity to complete demanding projects with limited supervision. Members need values and skills to step into leadership roles to address needs in their community after the completion of their AmeriCorps term of service with MCC.

Activity

Briefly describe how you will achieve this result (Max 4,000 chars.)

Crew Leaders will be trained in situational leadership competencies during the winter/spring Leader Development Program, and assigned to service crews to complete conservation and community projects from May to November. Corps members will receive ongoing training and feedback, and assume increasing leadership responsibilities within their crew throughout the term of service. Members perform designated crew roles, including vehicle care, media/outreach, tools and equipment maintenance, and field education.

Activity Start Date: 01 February 2011

Number of Members: 224

Activity End Date: 01 December 2011

Hours per Day (on average): 8

Days per Week (on average): 5

Results

Result: Output

Enroll and train members in situational leadership competencies.

Indicator: participants

Target: Number of members enrolled and trained in leadership

Target Value: 224

Instruments: Member Timesheets and Leadership Skills Development Matrix

PM Statement: MCC will enroll and train 175 members in situational leadership skills and values.

Prev. Yrs. Data: 2006: 149 members enrolled and trained in leadership.

2007: 180 members enrolled and trained in leadership.

2008: 171 members enrolled and trained in leadership.

Result: Intermediate Outcome

Members will report significant level of improvement in leadership skills and values.

Indicator: Member with significant improvement in leadership skills and values.

Target: Percent of members who mark significant improvement in leadership skills and values.

Target Value: 50 %

Instruments: Program Evaluation survey by members.

PM Statement: 50% of members will report significant improvement in their leadership skills and values on the program evaluation due to their MCC experience.

Prev. Yrs. Data: 2008: 60% of members reported significant improvement in their leadership skills and values due to their MCC experience.

Result: End Outcome

Service project partners will highly rate the quality of leadership of MCC crews

Indicator: Service project partners will rate crew leadership as very good to excellent.

Target: Percent of project partners who rate crew leadership as 4 or 5 on a 5-point scale

Target Value: 80 %

Instruments: Project Evaluation Questionnaire by partners

PM Statement: 80% of service project partners will rate crew leadership as very good or excellent (4-5 on 5-pt. scale) on the project evaluation form.

Prev. Yrs. Data: 2007 and 2008: 94% of project partners rated the effectiveness of crew leadership as a 4 or 5 on the project evaluation.

Conserve Public Lands and Trails

Service Category: Wildlife, Land, & Vegetation Protection or Restoration

Measure Category: Needs and Service Activities

Need

Briefly describe the need to be addressed (Max. 4,000 characters)

Heavy uses of Montana's public lands and trails by residents and millions of visitors each year, and increasing impacts from development, wildfires and invasive species are resulting in deteriorating conditions of trails, natural habitat and streams. The backlog of trails maintenance and construction needs far outstrips the resources of managing agencies and community groups. The health of our citizens, quality of the environment, and development of Montana communities depends on access to high quality trails and good stewardship of our public lands and natural resources.

Activity

Briefly describe how you will achieve this result (Max 4,000 chars.)

Members will be trained in a variety of natural resource conservation skills and assigned to crews to complete projects on public lands in urban areas and wilderness settings. Conservation projects include trail construction and maintenance, invasive weed management, fencing, stream and riparian habitat restoration, planting of native grasses, shrubs, and trees, and removing hazardous wildfire fuels.

Activity Start Date: 01 March 2011

Number of Members: 224

Activity End Date: 01 December 2011

Hours per Day (on average): 8

Briefly describe how you will achieve this result (Max 4,000 chars.)

Days per Week (on average): 5

Results

Result: Output

Public lands will be improved through a variety of natural resource service projects.

Indicator: Public lands improved with trails, habitat and stream restoration.

Target: Each year, 600 miles of trail constructed or maintained; 1500 acres of habitat conserved; 50

miles of fencing improved; and 5 miles of stream restored.

Target Value: 600

Instruments: Project Task Results Tally sheet

PM Statement: Each year, Members will complete 600 miles of trail construction and maintenance, 1500 acres of habitat restoration, 50 miles of fencing improvements, and 5 miles of stream restoration.

Prev. Yrs. Data: 2006: 921 miles of trails; 3216 acres of habitat; 50 miles of fencing; 12 miles of streams.

2007: 742 miles of trails, 3730 acres of habitat; 99 miles of fencing; 19 miles of streams.

2008: 1145 miles of trails; 1345 acres of habitat; 59 miles of fencing; 19 miles of streams.

Result: Intermediate Outcome

Project partners will rate highly the performance of MCC crews.

Indicator: Performance ratings for crew productivity and quality of work.

Target: Each year, project partners will rate crew performance as 4 or 5 on a 5-point scale

Target Value: 80 %

Instruments: Project Completion Evaluation by project partner

PM Statement: Each year, 80% of project partners will rate crew performance as a 4 or 5 on a 5-point scale

Prev. Yrs. Data: 2006: 93% rate quality of work as 4 or 5 on 5-point scale

2007: 91% rate quality of work as 4 or 5 on 5-point scale

2008: 92% rated quality of work and crew productivity as 4 or 5 on 5-point scale

Result: End Outcome

Public lands will be improved for public access and safety, and/or health of the environment.

Indicator: Conservation partners will rate public lands improvements.

Target: Percent of lands managers who rate improvements as very good or excellent (4 or 5 on 5-pt

scale.)

Target Value: 80 %

Instruments: Project Completion Evaluation by project partner

PM Statement: Each year, 80% of public land managers will rate improvements as very good or excellent (4 or 5 on a 5-point scale.)

Prev. Yrs. Data: 2006: 90% of public land managers rated improvements as 4 or 5.

2007: 93% of public land managers rated improvements as 4 or 5.

2008: 91% of public land managers rated improvements as 4 or 5.

Mobilize Youth Volunteers

Service Category: Community-Based Volunteer Programs

Measure Category: Strengthening Communities

Need

Briefly describe the need to be addressed (Max. 4,000 characters)

Montana youth, especially young teens, have limited opportunities to participate in the stewardship of their community. Though Montana ranks #1 on the CNCS Index of Civic Life, young adults (ages 16-

Briefly describe the need to be addressed (Max. 4,000 characters)

24) are volunteering at much lower rates than older generations. Lower household incomes, the challenges of transportation in rural communities, and the meager capacity of underfunded nonprofit organizations limit opportunities for youth to get involved in volunteer service.

Activity

Briefly describe how you will achieve this result (Max 4,000 chars.)

Members will organize and host high quality hands-on service projects that provide volunteers, especially youth, with meaningful opportunities to give back in their community. Most members will be involved with hosting events like National Public Lands Day and Make a Difference Day. TwentyYouth Crew Leaders will lead the summertime MontanaYES (Youth Engaged in Service) program and work with teachers and other youth program leaders to create conservation-based service and learning experiences during the school year.

Activity Start Date: 01 February 2011

Number of Members: 25

Activity End Date: 01 December 2011

Hours per Day (on average): 8

Days per Week (on average): 5

Results

Result: Intermediate Outcome

Volunteers will report a positive service experience and that they are more likely to volunteer again.

Indicator: Volunteers report they had a positive experience and are more likely to volunteer

again

Target: Percent of volunteers who report they had a positive experience and that they are more likely to volunteer again as a result of their experience.

Target Value: 80%

Instruments: Volunteer Questionnaire

PM Statement: 80% of volunteers will report they had a positive service experience with MCC and that they are more likely to volunteer again as a result of their experience.

Prev. Yrs. Data: 2006: 95% of volunteers reported a positive experience.

2007: 100% of volunteers reported a positive experience.

2008: 96% of volunteers reported a positive experience. 95% indicated that they expected to be more engaged in the community the result of their volunteering.

Result: Output

Community volunteers, especially youth, will be recruited to address community needs.

Indicator: community volunteers recruited

Target: 1000 volunteers, including 600 youth, will serve over 18,000 hours

Target Value: 1000

Instruments: Volunteer Tracking Form

PM Statement: 1000 volunteers, including 600 youth will serve over 18,000 hours.

Prev. Yrs. Data: 2006: 772 volunteers, including 579 youth, mobilized in 17,900 hours of service.

2007: 652 volunteers, including 508 youth, mobilized for 23,060 hours of service.

2008: 852 volunteers, including 655 youth, mobilized for 22,545 hours of service.

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Service Category: Wildlife, Land, & Vegetation Protection or Restoration

Measure Category: Participant Development

Need

Briefly describe the need to be addressed (Max. 4,000 characters)

Despite recent improvements in voter turn-out by young adults, rates of citizen involvement by young adults remain among the lowest of any demographic in the nation. Many youth feel disenfranchised from a role in their government and politics. Others simply don't understand the many avenues available to participate in civic life. Fostering active civic engagement among young people promotes healthy, productive individuals and is necessary to ensure the continued vibrancy of our democratic society.

Activity

Briefly describe how you will achieve this result (Max 4,000 chars.)

All members will participate in the MCC PLACE (Public Lands and Citizenship Education) curriculum - a twelve lesson program that utilizes public lands issues to develop citizens' skills and awareness.

Members attend public meetings, and volunteer outside their regular MCC project responsibilities.

Activity Start Date: 01 February 2011

Number of Members: 224

Activity End Date: 01 December 2011

Hours per Day (on average): 1

Days per Week (on average): 1

Results

Result: Output

Members will complete all facets of the MCC citizenship development program, including participating in the PLACE curriculum, volunteering 10+ hours in the community beyond their project assignments, and attending at least 1 public meeting.

Indicator: Members who participate in the MCC citizen skills and values training.

Target: Percent of members who complete all facets the MCC citizens skills and values training.

Target Value: 95%

Instruments: Member Time Sheets; PLACE Tracking Form

PM Statement: 95% of members will complete all facets of the MCC citizenship skills and values training program, including participating in the PLACE curriculum, volunteering 10+ hours in the community beyond their regular MCC project assignments, and attending at least one public meeting.

Prev. Yrs. Data: N/A

Result: Intermediate Outcome

Members will report 'significant improvement' in the skills and knowledge of service and citizenship.

Indicator: Members who report significant improvement in their skills and knowledge of service and citizenship.

Target: Percent of members who report "significant improvement" in their skills and knowledge of service and citizen involvement.

Target Value: 50%

Result: Intermediate Outcome

Instruments: End-of-Term Program Evaluation by members

PM Statement: At least 50% of all members will report "significant improvement" in their knowledge and skills of service and citizens involvement on the end-of-term program evaluation.

Prev. Yrs. Data: 2007: 91% of members reported improved knowledge and skills to serve as active citizens.
2008: 56% of members reported "significant improvement" in their knowledge and skills of service and citizenship due to their MCC experience (100% marked some improvement.) 99% of members completed all facets of the MCC citizenship curriculum, including the PLACE curriculum, 10+ hours of volunteer service outside MCC projects, and attending at least 1 public meeting.

Rehabilitate and Weatherize Homes and Structures

Service Category: Housing Rehabilitation/Construction

Measure Category: Needs and Service Activities

Need

Briefly describe the need to be addressed (Max. 4,000 characters)

Long, cold winters and high energy costs place extreme burdens on low income families in Montana.

Nonprofit and faith-based organizations in our small cities and rural communities often forgo repairs

or necessary improvements to their own facilities in order to address the immediate needs of their

clients. Public facilities often fall into disrepair the result of inadequate maintenance budgets of public

agencies. In the wake of disasters, relief organizations require assistance repairing damaged homes,

clearing storm debris, and meeting other needs.

Activity

Briefly describe how you will achieve this result (Max 4,000 chars.)

In partnership with community and faith-based organizations, public agencies, and disaster relief

agencies, members will weatherize, repair, or construct homes for low income families and/or senior

citizens, build or improve the facilities and structures of community organizations, repair and improve

public facilities in towns and parks, and repair homes damaged by natural disasters in Montana and

other parts of the country. Members will receive training in basic carpentry, weatherization, and

disaster response.

Activity Start Date: 01 March 2011

Number of Members: 224

Activity End Date: 01 December 2011

Hours per Day (on average): 8

Days per Week (on average): 0

Results

Result: Output

Homes and public structures will be constructed, rehabilitated, or weatherized.

Indicator: Homes and public structures rehabilitated, weatherized or constructed.

Target: Number of homes and public structures constructed, rehabilitated, or weatherized.

Target Value: 750

Instruments: Project Task Code Tally Sheet

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Result: Output

PM Statement: 750 homes and public structures will be rehabilitated, weatherized, or constructed, for low income families, community organizations, or public agencies.

Prev. Yrs. Data: 2006: 1569 homes or structures improved or weatherized.
2007: 1446 homes or structures improved or weatherized.
2008: 1690 homes or structures improved or weatherized.

Result: Intermediate Outcome

Community partners will report improved homes or structures for the public.

Indicator: Community partners who rate improvements to homes or structures as very good or excellent.

Target: Percent of community partners who rate improvements to homes or structures as 4 or 5 on a 5-pt scale.

Target Value: 80 %

Instruments: Project Completion Questionnaire completed by project partner

PM Statement: 80% of community partners will rate improvements to homes or structures as very good or excellent (4 or 5 on a 5-point scale.)

Prev. Yrs. Data: 2006: 100% of community partners rated improvements as 4 or 5 on 5-pt. scale.
2007: 94% of community partners rated improvements as 4 or 5.
2008: 92% of community partners rated improvements as 4 or 5.

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Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Not Applicable
Labor Union Concurrence	Not Applicable